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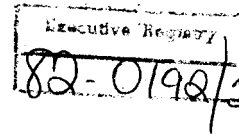
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Room No.—Bldg.  
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Director of Personnel

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82-4647



5 MAR 1982

MEMORANDUM FOR: Executive Director

FROM : James N. Glerum  
Director of Personnel

SUBJECT : SIS Ceiling

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1. I am forwarding the following information that supports an increase in Agency SIS ceiling for your review prior to our meeting on this important subject. I have subdivided my comments into six categories for discussion purposes:

a) General observations and arguments that distinguish Agency senior position requirements from other Intelligence Community organization senior position requirements.

b) The basis for justifying and controlling our SIS position structure.

c) A statistical history of our supergrade/SIS positions, ceiling and on-duty strength from 1976 to 1982. (Tab A)

d) New or expanded Agency programs that will create additional SIS position requirements.

e) Existing ceiling constraint impact on the management of the SIS program.

f) Recommended DCI approach to OMB outlining new ceiling requirements and internal management of our SIS ceiling in relation to SIS position requirements. Suggested draft letter from the DCI to the Director, OMB. (Tab B)

2. General observations and arguments that distinguish Agency senior position requirements from other Intelligence Community organizations' senior position requirements:

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a. CIA is a separate and independent organization responsible for collection, evaluation and production of a wide variety of national level intelligence, whereas other Intelligence Community organizations are subordinate to departmental level entities and have a more specialized intelligence mission. CIA's management responsibilities for internal programs as well as programs conducted jointly with other agencies dictate a higher ratio of executive level positions than other intelligence organizations who are managed and supported in part from the departmental level.

b. CIA's sole management of a diverse and complex support mechanism including administration, communications, legal and cover considerations on a world-wide basis set Administration executive position requirements apart from the rest of the Community.

c. CIA by the nature of its mission and programmatic responsibilities is a multi-disciplinary organization, requiring in-house professional and academic expertise in an extremely wide range of disciplines and occupations. There are approximately [ ] different professional occupations represented in the Agency and in order to manage this diverse group, [ ]<sup>25x1</sup><sub>25x1</sub> of our SIS cadre hold advanced degrees. All of this leads to the requirement for senior analytical and managerial talent.

d. CIA has a large number of diverse programs spread world-wide that require senior executive level positions even though program staffing is relatively small. Therefore, normal ratios of SIS positions to our total population is not appropriate.

3. The basis for justifying and controlling our SIS position structure.

a. Although exempt from the Classification Act of 1949, the Agency has historically followed the Government-wide concept of equal pay for substantially equal work in the classification of positions. This principle extends to Senior Intelligence Service positions which we classify through a carefully managed job evaluation process based on many of the agreed-upon Government-wide evaluation factors and tailored to our requirements. For example, in the evaluation of SIS positions, the level and scope of substantive responsibilities are of paramount importance with organizational placement and managerial/supervisory considerations representing only a portion of the factors considered. This approach ensures that marginal managerial positions which might otherwise qualify for the SIS level are not classified to that level if they do not contain the complexities and substantive knowledges typical of our strongest SIS positions. On the non-managerial side, we have developed strict classification criteria for application to senior analyst positions within the Intelligence Directorate, and we are currently working on the same type of criteria for senior scientific positions within the Science and Technology Directorate. The above approaches have resulted in a judicious and deliberate use of SIS positions within the Agency.

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b. The classification system is centrally administered by the Director of Personnel through a staff of approximately ☐ fully trained position management officers. All actions pertaining to SIS positions are personally approved by the Deputy Director of Central Intelligence. Through a process of cyclical classification surveys, all Agency positions including those classified to the SIS level are reviewed at a minimum of every three to five years. 25X1

c. In summary, the Agency has established criteria for the evaluation of SIS level positions which are similar but, in our opinion, more precise and restrictive than those applied in most other Government agencies. In addition, we classify positions according to SIS level whereas the only SES requirement is to determine that the position meets SES threshold criteria. Strong internal controls also are in place which ensure that each action is reviewed at the highest levels of the Agency. Therefore, we believe that sufficient controls exist internally to support the establishment of SIS ceiling as an internal Agency matter.

4. A statistical history of our supergrade/SIS positions, ceiling and on-duty strength from 1976 to 1982.

a. Tab A reflects SIS or SIS equivalent positions (supergrade, Scientific Pay Scale (SPS), EP-5 and EP-4), ceiling, percentage of ceiling to positions and the on-duty strength from 1976 through 1982. You will notice that the percentage of ceiling to SIS positions ranges from a high of 106% in 1976 to a low of 89% in 1982, a difference of 17%. It would be unrealistic to expect a return to 100% or higher; therefore, I suggest that we consider a mid-point between 89% and 100%, i.e., a ceiling of 94% of SIS positions. We currently have ☐ approved SIS positions on the books and a projection of ☐ additional SIS positions for a total of ☐. Applying the 94% formula our SIS ceiling would be ☐ an increase of ☐ over our current ceiling of ☐. 25X1 25X1 25X1 25X1

b. Please note that on-duty strength has never exceeded authorized ceiling. Historically, a portion of that ceiling has been held in the DCI reserve for new hires and other contingencies, and I would suggest that we continue this practice. 25X1

5. New or expanded Agency programs that will require additional SIS position requirements.

a. Directorate of Operations: we project a requirement for a minimum of 4 new positions over the next 12 months. These requirements result from the emphasis on increasing our intelligence collection efforts and expanding our covert action capabilities.

b. Intelligence Directorate: we project a requirement for 12 new SIS positions over the next 12 months. These requirements are in support of our senior analyst program and a new program focused on the consolidation of analytical development methodologies in the computer area into a centralized service.

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c. DCI area: we will experience requirements for 4 additional SIS positions for the expansion of the National Intelligence Emergency Preparedness Staff.

d. Science and Technology Directorate: we project a requirement for 3 new SIS positions over the next 12 months. These requirements are reflective of new initiatives and in increased tasking for covert equipment and to provide senior positions for new highly sensitive technical analysis projects.

e. Administration Directorate: we project requirements for 5 new SIS positions over the next 12 months. These requirements are in support of a Community-wide information management system (CAMS) to provide essential automated support to the Intelligence Community

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f. In summary, the near-term requirements that we are currently aware of are as follows:

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DCI
DDO
DDI
DDS&T
DDA
Total

6. Existing ceiling constraint impact on the management of the SIS program.

a. Limited SIS ceiling creates a continuing juggling act for each bi-annual SIS promotion exercise. Career Service promotion recommendations for deserving officers assigned to SIS positions normally exceed available headroom. Therefore, it is often necessary to limit the number of promotions from GS-15 to SIS-1 which clearly impacts on morale and level of performance.

b. More importantly, Career Service SIS ceiling should be expanded now in order for them to attract or promote officers to manage new or expanded programs projected through 1985.

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7. Recommended DCI approach to OMB outlining new ceiling requirements and internal management of our SIS ceiling in relation to SIS position requirements.

a. I believe it would be appropriate for the Director to advise OMB that our percentage of SIS ceiling in relation to SIS position requirements has been declining since 1976 from 106% to 89.5%, and that we must at least return to the 94% level in order to promote and retain qualified SIS officers to manage or serve as senior analysts in the successful accomplishment of the Agency's mission. I also believe that the Director should advise OMB that he intends to manage Agency SIS ceiling in relation to position requirements. In other words, a constant percentage of 94% would be acceptable versus equating ceiling to positions (i.e. 100% ceiling). Furthermore, ceiling would be adjusted periodically using the fixed percentage of 94% and, therefore, total SIS ceiling would increase or decrease in relation to the number of SIS position requirements. Based on the current number of SIS positions plus projected requirements we in OP are aware of, the new SIS ceiling would be [ ] an increase of [ ] over the current [ ] figure. I consider this to be a reasonable proposal and it would eliminate future SIS ceiling disparities. The assignment of GS-15 officers to SIS positions coupled with SIS retirements during any fiscal year should offset the difference of 6% between ceiling and SIS positions. 25X1

b. As evidenced in Tab A, I would suggest that the Director point out to OMB that our on-duty SIS strength has never exceeded the authorized ceiling and that with internal management of our SIS ceiling this would continue to be the case. 25X1

c. Lastly, and as a matter of routine, we should advise OMB of ceiling adjustments on an annual basis. Tab B contains a draft letter from the DCI to OMB outlining our proposed course of action.

/s/ James N. Glerum

James N. Glerum

#### Attachments

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OP/PA&E/C/SIS/SS [ ] dla (2 Mar. 82)

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